

## TALKING PAPER

### ON

## COMPLACENCY

Data showing the number of injuries over a 5-year period (FY11 – FY15)

- Per AFSAS, complacency identified as a causing or contributing human factor in 756 Occupational & Industrial mishaps with injuries
  - o One of the most dangerous attitudes to have in the workplace
  - o Cost to the Air Force:
    - Two fatalities
    - 2,367 Lost work days
    - \$7,270,661

AFI reference(s), where appropriate

- *DoD Human Factors Analysis and Classification System (DOD HAFACS), Version 7.0*
  - o Identifies complacency as a major factor in mishaps
    - When workers have a false sense of security
    - Is unaware of, or ignores hazards
    - Is inattentive to risks
- AFI 91-204, *Safety Investigations and Reports*
  - o Identifies complacency as a factor in a mishap
    - When worker's state of reduced conscious attention due to an attitude of overconfidence
    - Under-motivation
    - Sense others *have the situation under control*

Injury/death/equipment damage prevention bullet points

- While it's impossible to know what personnel are thinking, they can be observed for signs of complacency
  - o Not using required Personal Protective Equipment (PPE)
  - o Unsafe use of equipment, such as standing on the top rung of a ladder
  - o Not using mandatory guidance, i.e., technical data, checklists, JHA, etc.
  - o Skipping required steps in technical data, checklists or JHAs
  - o Operating equipment recklessly without regard for safety of others

Possible impact of waiting to report a problem

- Essential for supervisors to recognize complacency and correct the unsafe attitude immediately
- Failure to ensure personnel don't take complacency seriously could result in damage to equipment, serious injuries or death
- Supervisors' responsibilities
  - o Train personnel about unsafe behaviors and risks assumed by such behavior
    - Such behavior is not acceptable
    - Consequences for failure to follow written guidance

- Practice what you preach – personnel will look at you as a role model
  - Good example, positive image and message delivered
  - Subordinates observe supervisor working unsafely or taking shortcuts, wrong message delivered
- Encourage all personnel to report an unsafe conditions or near miss
- Quickly respond to all reported unsafe conditions or near misses
- Keep management informed on valid safety hazards and mitigation actions
- Encourage wingman concept
  - Each worker responsible to each other, i.e., watch out for one another
  - Don't ignore co-workers observed working unsafely or taking shortcuts
  - Respectful interactions, i.e., express concern for working safely
- Encourage sound risk management before and during each task
  - Game plan before each task, i.e., pre-read checklists, technical data, etc.
  - Visualize accomplishing the task and possible challenges
  - Protect against potential hazards
- Encourage personnel to communicate safety improvements during safety meetings, briefings, presentations, etc.
- Recognize personnel and safe operations during commander's call or staff meetings, even a mention sends a positive message